

SAVONIA UNIVERSITY OF APPLIED SCIENCES
UNIT OF BUSINESS AND ADMINISTRATION, KUOPIO

**INTEREST GROUPS PERCEPTIONS OF ORGANIZATIONAL
REPUTATION AND IMAGE – CASE: CRISIS MANAGEMENT
CENTRE FINLAND**

Mikko Keltanen
Business Administration Bachelor's thesis
International Business

April 2010

SAVONIA UNIVERSITY OF APPLIED SCIENCES UNIT OF BUSINESS AND ADMINISTRATION, KUOPIO Degree Programme, option International Business		
Author(s) Mikko Keltanen		
Title of study Interest Groups' Perceptions of Organizational Reputation and Image – Case: Crisis Management Centre		
Type of project	Date	Pages
Thesis	02/05/2010	60 + 6
Supervisor(s) of study		Executive organisation
Minna Tarvainen		Crisis Management Centre Finland
Abstract <p>This thesis deals with the concepts of organizational reputation and image. In addition organizational reputation's impact on interest groups' actions are discussed.</p> <p>The case organization is Crisis Management Centre Finland, a governmental institution established in 2007 to conduct the operational procedures of Finland's participation in international civil crisis management operations. CMC Finland also conducts civilian crisis management related training and research and development</p> <p>The research method was qualitative research with semi-structured interviews. The interviews were conducted either in person or through email. The theoretical framework for the research was derived from a literature review focusing on civilian crisis management and organizational reputation and image.</p> <p>Crisis Management Centre Finland is a young organization and there was no clear view on how the interest groups see the activities of CMC Finland. To find out about these views, six interviews were conducted. As a result five dimensions of reputation were identified: competent personnel, good communication, good level of substance, wide networks, and quality of research.</p> <p>Some fields of development were found during the interviews: limited communication towards the general public, an ad-hoc communication mode and mixed core competencies present CMC Finland in an uninteresting light for some interest groups.</p> <p>To sum up, CMC Finland has a strong reputation among its interest groups and is considered a good partner, but the general public and organizations outside the field of crisis management are unaware of CMC Finland. Improvements can be achieved by developing a more intensive communication strategy, prioritizing the interest groups and strengthening the organization's presence in the fields the key interest groups value.</p>		
Keywords reputation, reputation management, image, crisis management, Crisis Management Centre		
Note		

CONTENTS

1 INTRODUCTION.....	6
1.1 Research questions	7
1.2 Structure of the study.....	8
2 CASE ORGANIZATION: CRISIS MANAGEMENT CENTRE FINLAND	10
2.1 Sectors of Crisis Management Centre Finland.....	10
2.1.1 Human resources	10
2.1.2 Training sector.....	11
2.1.3 Research and development.....	12
2.1.4 Finn Rescue Finland	12
2.2 Financing and cost structures	13
2.3 Communication of CMC Finland	14
2.4 Interest groups	15
3 CIVILIAN CRISIS MANAGEMENT	18
3.1 Political background and reasons for civilian crisis management.....	19
3.2 Concept of civilian crisis management missions.....	20
3.3 Civilian crisis management organizations	22
4 ORGANIZATIONAL REPUTATION AND IMAGE	23
4.1 Reputation, image and brand.....	24
4.1.1 Identity	24
4.1.2 Reputation	25
4.1.3 Image.....	25
4.1.4 Brand.....	26
4.2 Creating reputation and image.....	27
4.3 Recent and past experiences and images developing reputation.....	29
4.4 Organizational communication and reputation management.....	31
5 THEORETICAL FRAMEWORK	32
6 METHODOLGY	34
6.1 Research method.....	35
6.2 Qualitative research	35
6.3 Semi-structured interview	36
6.4 Interview process and data collection	37
6.4.1 Interview framework.....	37
6.4.2 Selection of interviewees	38

6.4.4 Interview recording, settings and documentation.....	39
6.4.5 Data analysis.....	40
7 FINDINGS.....	43
7.1 Competent personnel	43
7.2. Good communication.....	45
7.3 Good level of substance	47
7.4 Wide contact networks.....	49
7.5 Quality of research.....	50
7.6 Relationship between the dimensions.....	51
8 CONCLUSIONS.....	53
8.1 Research summary.....	53
8.2 Main findings.....	54
8.3 Recommendations for CMC Finland.....	56
8.4 Suggestions for further research.....	57
8.5 Summary of the thesis process	58
REFERENCES	61
APPENDICES	
APPENDIX 1 The interview framework for the semi-structured interviews (English version)	64
APPENDIX 2 The interview framework for the semi-structured interviews (Finnish version).....	65
APPENDIX 3 E-mail: Request for an interview.....	66
LIST OF FIGURES	
Figure 1 Financing structure of Crisis Management Centre Finland in 2009	13
Figure 2 Cost structure of Crisis Management Centre Finland in 2009	14
Figure 3 Three levels of encounters developing reputation.....	28
Figure 4 Four stages of reputation.....	30
Figure 5 Types of interview	36
Figure 6 Relations between the dimensions of reputation of CMC Finland.....	52
LIST OF TABLES	
Table 1 <i>Organizations of the Interviewees and Interview Language and Interview Types.</i>	38
Table 2 <i>Aspects of CMC Finland's reputation.</i>	54

ABBREVIATIONS

CBRN	Chemical, Biological, Radiological, Nuclear
CCM	Civilian Crisis Management
CMI	Crisis Management Initiative
CMC Finland	Crisis Management Centre Finland
CSDP	Common Security and Defence Policy
DPKO	United Nations Department of Peacekeeping Operations
EGT	European Group on Training
ESDP	European Security and Defence Policy
ESF	European Social Fund
EU	European Union
EUMM	European Union Monitoring Mission in Georgia
EULEX	European Union Rule of Law Mission in Kosovo
EUPOL	European Union Police Mission (followed by country of operation e.g. EUPOL Afghanistan)
FINCENT	Finnish Defence Forces International Centre
Formin	Ministry for Foreign Affairs of Finland
FRF	FinnRescue Finland
ISAF	International Security Assistance Force (Afghanistan)
MoI	Ministry of the Interior of Finland
NGO	Non-governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Aid
OSCE	Organization for Security and Cooperation in Europe
PRT	Provincial Reconstruction Team
UN	United Nations
UNAMID	United Nations African Union Mission in Darfur
USAR	Urban Search and Rescue
WEU	Western European Union

1 INTRODUCTION

Reputation, reputation, reputation! O, I have lost my reputation! I have lost the immortal part of myself, and what remains is bestial!

-William Shakespeare, Othello, act II, scene III

In the modern world corporate success is no longer determined purely by the quality of the products, the speed of service or the price of the commodity. Nowadays one must also consider how the public views the organization and its actions. Not only are the profit making organizations affected by this, but also non-profit organizations and governmental institutions must be aware of their reputation and image in order to ensure the continuity of their operations.

The concept of reputation and its value is not new, but the importance has been raised to the spotlight only in the recent years. The force behind this development is the change in the world. Information flow has changed from rather slow paced stream to a continuous, almost instant rapid of information, with everyone having the possibility to tap into this rapid flow. The general public is more aware of the events around the world as news spread around the world in a matter of minutes. In the same way good and bad experiences, stories and rumours spread within the public with considerable speed. While this brings better opportunities for global actors, it can also be their downfall.

Organizations run publicity campaigns to gain the maximum audience, but if the campaign promotes something that differs greatly from the real life, the campaign may produce zero result. In addition the company can face reputation damage if the discontented consumers spread their opinions within their personal networks in workplaces, schools and of course spread the word through modern social media contacts. This can easily lead an organization to a situation where damage control and radical changes are the only way to go.

Reputation and image are also crucial in activities conducted between organizations or businesses. If a company gains a bad reputation, it can drive off also other, potential, partners. Thus an organization should ascertain that it has a relatively good reputation and image both towards the general public and also towards its interest groups. For governmental organizations the effects of reputation or the lack of it can be seen through the actions of its interest groups and partners. A governmental organization that has a bad reputation and or image can have a more difficult time finding partners for joint projects or receive limited offers when launching a bidding contest.

In this thesis I will go through the dimensions of the reputation of a governmental organization. The point of view is from the side of different interest groups, including funders and project partners. The aim of this thesis is to prove that a governmental organization's reputation effects its operations and its future working potential.

The case organization in this study is Crisis Management Centre Finland (later CMC Finland), a Finnish governmental entity, operating under the Ministry of the Interior, conducting the operational level activities of Finnish participation in civilian crisis management missions. Based on the research carried out and on the findings of this research, CMC's management will be given an overview of the current reputation of the organization. In addition, suggestions on how, in the future, CMC could develop its reputation and image will be presented, thus allowing CMC to 1) gain a more effective relationship with its current interest groups and 2) attract new interest groups to participate in its activities.

1.1 Research questions

In order to investigate the interest groups' opinions on the reputation and image of governmental organizations and Crisis Management Centre Finland in particular, the main research question with two detailing sub research questions were created. The main research question is:

- *What are the dimensions that form the reputation of Crisis Management Centre Finland, viewed from the point of interest groups acting as partners and or funders for Crisis Management Centre Finland?*

The aim of the question is to seek out and recognize the dimensions that form the current reputation and image of CMC Finland, as seen from the point of view of the in-

terest groups. In order to identify the dimensions as completely as possible, also the underlying issues must be analyzed. Thus, the two sub research questions were created to shed light on these issues. The sub questions are:

- *What are the existing qualities that CMC Finland should upkeep, for the reputation to be enhanced within the interest groups.*
- *What are the issues that CMC should concentrate on to enhance its reputation among the current and potential interest groups.*

The answers to these questions will bring out the underlying qualities affecting the reputation and image of CMC Finland. The first question outlines the positive qualities that CMC has achieved and should uphold to ensure a positive effect in the future. The second question outlines the issues that could possibly negatively reflect on CMC's reputation and image, thus including issues that should be developed to ensure enhanced reputation among the interest groups.

By answering these three questions, this thesis aims to give an overview of the current reputation of CMC Finland. In addition, through the information gained from the research, this thesis presents suggestions for the management of the CMC Finland on how the reputation and image could be improved, thus confirming the existing relationships with interest groups and possibly creating new relationships.

1.2 Structure of the study

This thesis is divided into eight chapters. The next chapter explores the case organization Crisis Management Centre Finland with the aim to create the necessary background for the theory applications presented in the later chapters.

Chapter 3 looks at the field of civilian crisis management, by giving an introduction to the mechanisms operating civilian crisis management operations. As CMC Finland's operates in the field of civilian crisis management, it is necessary to present a brief introduction to the CCM operations in general.

Chapter 4 reviews the literature of organizational reputation and image. The chapter begins with defining the major themes: reputation, image and brand. Next the relations between the themes will be introduced including the creation of reputation and image.

Chapter 5 combines the two earlier chapters to the theoretical framework used for the study. The chapter outlines the issues of organizational reputation and the need of its management in all organizations. The chapter also brings out the relation between organizational reputation and trust and links it to civilian crisis management.

Chapter 6 presents the methodology for the research process. The chapter introduces the core concepts used in the research. These concepts include qualitative research, semi-structured interview and the processes of data collection and analysis.

Chapter 7 introduces the findings of the study, identifying five dimensions of CMC Finland's reputation. This chapter is divided into five subchapters according to the dimensions: competent personnel, good communication, good level of substance, wide networks and quality of research.

Chapter 8 concludes the present study. The chapter first gives a summary of the research and the main findings. Next some recommendations for the management of CMC Finland will be presented. After this suggestions for further research will be offered and as the conclusion of the chapter, the thesis process will be summarized.

2 CASE ORGANIZATION: CRISIS MANAGEMENT CENTRE FINLAND

This chapter gives a brief description of the case organization used as the study target. The information introduced below is gained through first hand observations of CMC's activities, from discussions with CMC's personnel and sector directors and from CMC's publications.

Crisis Management Centre Finland (the name being a literal translation of the Finnish name: Kriisinhallintakeskus) is a governmental institution and a centre of expertise in civilian crisis management. CMC Finland was founded in 2006 and in 2007 its operations begun in Kuopio. CMC Finland acts as the national head office for all seconded Finnish experts in international civilian crisis management operations. (CMC Finland 2010a)

CMC Finland operates under the Finnish Ministry of the Interior and cooperates with the Ministry for Foreign Affairs. These two ministries share the responsibility of civilian crisis management in Finland. Formin is responsible for the political coordination of civilian crisis management and has the authority to decide the missions in what Finland takes part of. The Ministry of the Interior is again responsible for national capacity building and the strategic questions related to it. The operation of CMC Finland is stipulated by the Act on the Participation of Civilian Personnel in Crisis Management (1287/2004). (CMC Finland 2008b)

2.1 Sectors of Crisis Management Centre Finland

CMC Finland is divided into three sectors: human resources, training and research and development. The sectors have their own responsibility areas but work interlinked for example during exercises or trainings.

2.1.2 Human resources

The human resources sector is responsible for recruiting, deploying and supporting the deployed experts. The human resources officers are responsible for finding applicants

for European Union (EU), United Nations (UN), Organization for Security and Co-operation in Europe (OSCE) and other organizations posts in civilian crisis management missions or areas related to the field of crisis management. The open posts are announced by the Ministry for Foreign Affairs (Formin), but CMC Finland is the main actor recruiting civilian personnel to the posts. CMC Finland is the employer of all Finnish deployed personnel and thus CMC Finland has the employer responsibilities dictated by the Finnish labour laws. Before, during and also some time after the mission, CMC Finland will keep constant communications with the deployed experts and give them any support they require. Before the mission the expert waiting to be deployed will receive all the necessary documents and will also be taken through some preliminary arrangements. During the mission CMC Finland keeps in contact with the experts both in official business concerning salaries, leaves and other employment related issues. From time to time the experts are also contacted in unofficial business just to ensure that they do not feel abandoned. After the expert's tour of duty has ended, CMC Finland will also take care of the arrangement for the expert's repatriation to Finland. Both missions and CMC Finland have issued regulations and requirements for equipment necessary for the personnel in the mission. CMC Finland equips majority of its experts, with some exceptions where the mission has the capability to provide the necessary equipment. These equipping and logistics activities are also handled by the human resources sector and the logistics personnel in the sector. (CMC Finland 2010a ; Asiantuntijan opas 2010)

2.1.2 Training sector

The training sector trains the both Finnish and international experts through various courses. The main training events are the European Union Civilian Crisis Management core course, where the participants are trained on the basics of civilian crisis management concepts. The course also includes a field training exercise where the participants are placed into a scenario similar to a standard crisis management operation. CMC Finland also has courses for the UN and EU with various themes ranging from human security to civilian-military-cooperation. Other trainings held by the CMC Finland include for example courses aimed towards protection, detection and first response against chemical, biological, radiological and nuclear (CBRN) threats.

The training sector uses both in-house trainers and also trainers coming from organizations outside of CMC. The selection of the trainers is course specific and the trainers are selected according to their area of expertise. This applies also to the trainers coming from within CMC Finland. (CMC Finland 2010b)

2.1.3 Research and development

The research and development sector of CMC Finland conducts research on the field of crisis management, focusing on four main themes: research on civilian crisis management missions and methodology; research on civilian crisis management training; research on coordination between civilian and military crisis management; and research on technological and material expertise in civilian crisis management (CMC Finland 2010c). According to the CMC Finland Research Programme (2008a), the research is “is impartial and independent from Finland’s foreign and security policy” The research is published annually in the CMC Finland Yearbook on Civilian Crisis Management Studies as well as in the series CMC Finland Civilian Crisis Management Studies. Studies are also published during the year in various seminar and research reports. CMC Finland also carries out research in cooperation with different organizations such as Crisis Management Initiative, Tampere Peace and Conflict Research Institute and the Finnish Defence Forces’ National Defence University. (CMC Finland 2008a)

2.1.4 Finn Rescue Finland

In addition to these sectors, CMC is also responsible for operating the Finnish international rescue unit, Finn Rescue Finland (FRF). FRF is a rescue formation that is deployed during major catastrophes by the decision of the Finnish Ministry of the Interior when an international call for assistance is announced. FRF has been deployed on several occasions, latest being the earthquake of Haiti, where FRF deployed communication specialists and a base camp module, with the necessary personnel. FRF consists of different specialization modules, the largest being the urban search and rescue (USAR) module. The whole strength of the deployable formation is approximately 70 persons including rescuers, support staff and management staff. The formation is

ready to be deployed from the FRF depot in Vantaa in six hours after the deployment order has been given. (CMC Finland 2010d)

2.2 Financing and cost structures

CMC Finland receives its funding from several different sources. Figure 1 presents the financing sources for the year 2009. The main sources of finance are the Ministry for Foreign Affairs (Formin) that funds the recruitment of experts. Also the Otherwise the funds come mainly from different budgets that are focused on completing different projects, but which also allocate some funds for supporting functions in the CMC. A good example of this is the Afghanistan Police-Prosecutor Coordination Training Program, which is funded by the Ministry for Foreign Affairs. Another important source of funding is the funds from the European Social Fund (ESF) that are allocated to CMC Finland by the regional development program. The figures only give the budget breakout in percentages as the detailed budget is not published information.

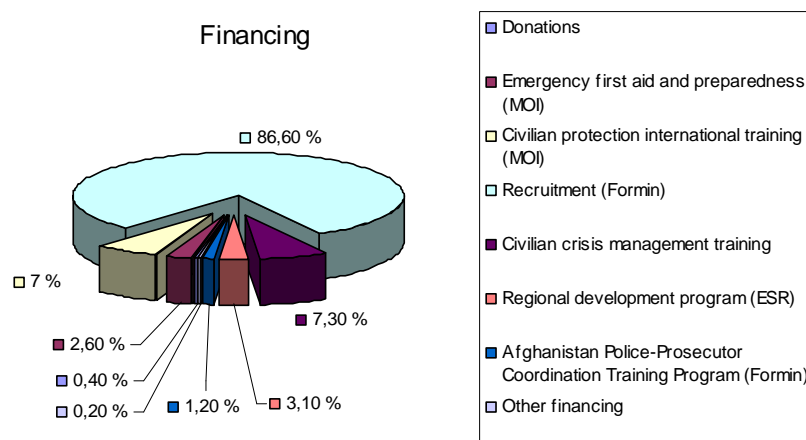


Figure 1. *Financing structure of Crisis Management Centre Finland in 2009 (CMC Finland 2010a, 34.)*

Figure 2 presents the spending in the year 2009. The largest expenses are the staff expenses, including salaries of all seconded (deployed) experts.

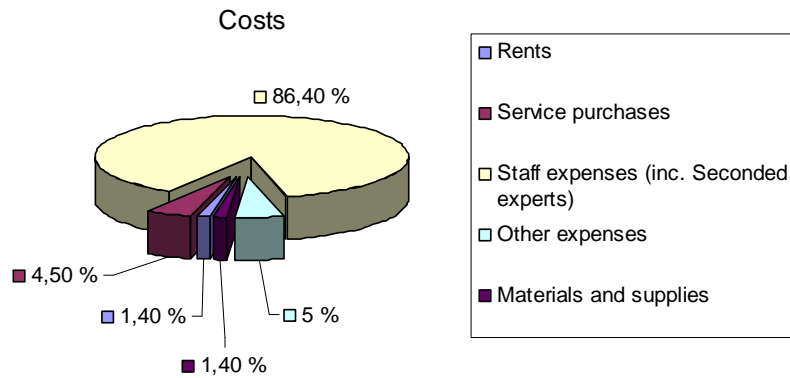


Figure 2. *Cost structure of Crisis Management Centre Finland in 2009 (CMC Finland 2010a, 34.)*

2.3 Communication of CMC Finland

CMC Finland communicates with various means towards its interest groups and employees. Towards its interest groups the means consists of Annual Reports, Civilian Crisis Management Special Issue -magazine and research publications. All of these publications provide information of CMC Finland's current activities to the interest groups.

The Annual Reports and the Civilian Crisis Management Special Issue-magazine are aimed more towards the general public and interest groups that are not directly involved in civilian crisis management. The research publications target group contains other crisis management organizations and the academic crisis management community (e.g. Tampere Peace Research Institute or Crisis Management Initiative).

These publications are published both in printed and electronic form. The electronic publications are available for all at the CMC Finland's web pages. The printed publications are generally distributed at different events such as seminars and exhibitions. They are also included at the introduction packages given to persons visiting CMC Finland.

CMC Finland employs a bulletin system for informing potential deployable experts of new openings in crisis management operations. The system provides up to date information to the people signed for the bulletins. This removes the need to constantly

view CMC Finland's web pages as the relevant information is sent directly to the persons email. (CMC Finland 2010a; CMC Finland 2010c; CMC Finland 2008a.)

2.4 Interest groups

Crisis Management Centre Finland has several interest groups ranging from funding organizations such as the City of Kuopio to partner organizations acting in different roles. A good example of this kind of a partner organization is the Kuopio Chamber of Commerce. The interest groups mentioned in the following passages form the main interest groups of CMC Finland and the persons interviewed for the research origin also from these organizations.

Funder groups

As mentioned earlier, in addition to the Ministry of the Interior and the Ministry for Foreign Affairs, CMC receives funds from the European Union through the City of Kuopio and the Centre for Economic Development, Transport and the Environment of Eastern Finland (ELY) (the former Provincial Office of Eastern Finland). The funds received from the City of Kuopio and ELY are allocated to CMC Finland through different projects. For example in 2009, funds originating from ESF were granted to CMC Finland as a part of the regional development project aimed towards expertise in civilian crisis management. These interest groups are also a crucial part of the CMC contact network as these groups support the organization so that it can operate and conduct its given tasks.

Partner groups

In addition to the funders, CMC Finland has an extensive network of partners both on the national and international level. These partners are an integral part of CMC's operation in training, deployment as well as research and development.

The partner groups can be categorized into three categories based on the geographic areas where they origin. The first group is regional partners. These partners are mainly local companies that work together with CMC in different projects such as business

research and trainings. These companies include for example hazardous material detection equipment producing company Environics. Also other organizations are involved with CMC Finland, including the Kuopio Chamber of Commerce, with whom CMC Finland conducted a project promoting business opportunities in post-conflict areas, using Kosovo as the pilot area.

The second group is national partners such as Finnish Red Cross, Crisis Management Initiative and Finnish Defence Forces International Centre FINCENT. These partners work with CMC usually in common trainings and research projects. CMC and FINCENT have also formed the Finnish Centre of Expertise in Comprehensive Crisis Management. This centre's main task is to "promote understanding of the coordination, as well as comprehensiveness, of crisis management in the context of national crisis management capacity building and preparedness, as well as crisis management and peacebuilding missions" (Finnish Centre of Expertise in Comprehensive Crisis Management 2008). CMC also works alongside various non-government organizations' (NGO) such as Amnesty International and Crisis Management Initiative. With these organizations the main focus is on cooperative research projects focusing on common issues such as gender issues (a UN priority guideline based on the UN Security Council Resolution 1325 on Women, Peace and Security), best practices in crisis management and human security. The findings on the researches are published annually in the CMC Finland Yearbook 2008 and/ or in the series CMC Finland Civilian Crisis Management Studies.

The third group of CMC's partners is international partners. The cooperation done with this group is mainly through the deployment of experts, trainings, international exercises and Finn Rescue Forces missions. The major international partners for CMC are the Council of the European Union, OSCE and various UN components such as the Office for the Coordination of Humanitarian aid (OCHA). The Council of the European Union is the responsible entity for EU-led missions, similarly for the UN-led missions the responsible entity is the Department of Peacekeeping Operations (DPKO). CMC cooperates daily with these organizations when selecting and deploying Finnish experts for missions. CMC also seconded personnel to OSCE, making it also a crucial partner for CMC. Crisis Management Centre Finland also uses experts from the EU, UN, OSCE and other organizations as lecturers and mentors in various trainings held by CMC. CMC and FRF also work very closely with the United Na-

tions OCHA Emergency Services Branch that is responsible for the coordination of humanitarian aid and rescue efforts during catastrophes requiring international assistance and aid. OCHA and CMC Finland also conduct common trainings and exercises thus improving both CMC's and OCHA's personnel's skills and knowledge.

3 CIVILIAN CRISIS MANAGEMENT

This chapter explores the dimensions of civilian crisis management and attempts to create an overview of the concept of civilian crisis management and its mechanisms.

Civilian crisis management is a concept that is not very well known to the general public. In this thesis the case organization is the national organization for civilian crisis management. To understand CMC Finland's functions and activities, it is necessary to gain a basic understanding of general civilian crisis management and actors operating within it. This chapter aims to provide this knowledge.

This chapter and Chapter 4 will form the basis of the theoretical framework (Chapter 5) of the study, presented later on.

Civilian crisis management is a rather modern term and its definition varies to some extent depending on the source. In the Act on the Participation of Civilian Personnel in Crisis Management (2004) introduced by the Government of Finland, civilian crisis management is explained as follows: "The interface of civilian crisis management in particular with military crisis management, humanitarian relief, and development aid is unclear, and the activities partly overlap. Compared to military crisis management and peacekeeping, civilian crisis management is literally about activities of a civilian organization, although it is usually carried out alongside with military crisis management and in similar context. The concept of civilian crisis management is comprehensive and multipurpose. In the law, it is not purposeful and possible to give an exhaustive definition of the concept." (Unofficial translation). The European Union defines civilian crisis management as intervening in a humanitarian crisis caused by an imminent or already actualized conflict, catastrophe, with the aid coming from foreign actors. When brought to practice, the main aspect is bringing civilian experts to the crisis zone to help rebuild the society. (Halonen 2006, 16.)

3.1 Political background and reasons for civilian crisis management

In the EU comprehensive crisis management is dictated by the Common Security and Defence Policy (CSDP). This strategy and its predecessor, the European Security and Defence Policy (ESDP), are reflected by the European Security Strategy (ESS), approved in 2003 by the European Council. The ESS aims to “create a secure Europe in a better world” (Crisis Management Initiative & European Commission 2007, 48).

Crisis management as a whole concept was created by Western European Union in 1992. Crisis management was firstly called the “Petersberg tasks”, which included conflict prevention and crisis management tasks as well as “humanitarian and rescue tasks; peacekeeping tasks; tasks of combat force in crisis management, including peacemaking” (Western European Union Council of Ministers 1992, 6). These Petersberg tasks were later integrated in to the Common Foreign and Security Policy (CFSP) in the Treaty of Amsterdam in 1999. From that standing point the Petersberg tasks have further been developed under the ESDP. The ESDP includes both military and civilian crisis management. The Commission of the European Union also has activities that are related to conflict prevention and post-conflict peacebuilding, even though these activities are not mentioned in the ESDP. An example of these activities was the civilian administration of the city of Mostar in Bosnia-Herzegovina during 1994 and 1996. The European Union assumed control of the city, even though it was not designated or planned in the policies preceding the ESDP. After the signing of the Treaty of Lisbon, the ESDP was reformed, mainly by name, to Common Security and Defence Policy. (Halonen 2006, 17.)

The members of the EU have planned their own strategies that are mainly parallel to the CSDP, but can have differences in their national strategies depending on the focus and affiliations of each country. In Finland the responsible entity is the Ministry for Foreign Affairs of Finland (Formin) and the Ministry of the Interior (MoI). The Formin has set several key objectives of comprehensive crisis management (both civilian and military crisis management) strategy. These objectives are “active participation in military crisis management; strengthened participation in civilian crisis management; increased effectiveness through coordination and cooperation between military and civilian crisis management as well as development cooperation and humani-

tarian aid; enhanced capacity to support security sector reform and rule of law development; promotion of dialogue with civil society and NGOs; increased emphasis on human rights and equality issues in crisis management activities; action to strengthen the EU as a major contributor to international security and an efficient comprehensive crisis management actor; and action to promote cooperation between international crisis management actors” (Ministry for Foreign Affairs of Finland 2009, 7).

In addition to these objectives Finland acts according to several cross-cutting themes based on the UN Security Council Resolutions. Especially the implementations following resolution are emphasized: Resolution 1325, relating to the status of women; Resolution 1820 demanding the cessation of all acts of sexual violence and Resolutions 1612 and 1882 relating to the protection of children within armed conflicts. (Ministry for Foreign Affairs of Finland 2009, 21.)

These objectives provide the guidelines for which missions Finland participates in and how it acts in these missions. From the objectives it is clear that Finland aims towards a strong participation in civilian crisis management missions and the Ministry for Foreign Affairs (2009, 19) states that Finland aims towards 1) providing a sufficient numbers of qualified personnel to civilian crisis management missions and 2) improving national capabilities for civilian crisis management.

3.2 Concept of civilian crisis management missions

Civilian crisis management is focused around tens of different civilian crisis management mission and in March 2010, Finland is participating in 26 operations ranging from European Unions police and rule of law operation EULEX Kosovo to UN’s mission UNAMID in Darfur, Sudan. (CMC Finland, 2010)

The missions are usually led by UN, OSCE and EU, and the mission composition varies according to the mission area, tasks, participators and resources.

The missions can have different focuses on its operations, depending on the need of the area of operations. A common mission is an observation mission, of which a good example is the European Union Monitoring Mission (EUMM) in Georgia where the

borderlines and no-weapons zones between Georgia and the autonomous regions of Abkhazia and South Ossetia are monitored. The mission was established after the South Ossetia war in 2008, with the mission statement being, according to the EU (2008), “EUMM Georgia shall provide civilian monitoring of Parties' actions, including full compliance with the six-point Agreement and subsequent implementing measures throughout Georgia, working in close coordination with partners, particularly the United Nations (UN) and the Organisation for Security and Cooperation in Europe (OSCE), and consistent with other EU activity, in order to contribute to stabilisation, normalisation and confidence building whilst also contributing to informing European policy in support of a durable political solution for Georgia”. Other types of missions include police missions, where the main focus is in creating and implementing best practices received from police practices in the participating countries. A good example of this kind of mission is the police mission in Afghanistan (EUPOL Afghanistan).

The civilian experts often work as mentors, advisors and trainers for the locals in various fields such as rule of law, civil administration and police operation. (Halonen 2006, 19.) The CSDP has set for police and rule of law experts targets on the deployment amounts and times. For the police the target is 1400 polices available within 30 days and for rule of law experts the target is 60 available within 30 days. These targets are used when a new mission is established and the initial personnel deployed. (Crisis Management Initiative & European Commission 2007, 60.)

The experts can also work together with military units, in these cases the operation is a civilian-military-cooperation (CIMIC) operation. CIMIC-units are usually under the command of both a military mission and a civilian mission. A good example of a CIMIC-unit is the Provincial Reconstruction Team's (PRT) operating in Afghanistan and Iraq. The PRT has both a civilian component and a military component with interconnecting tasks. In addition to this the military component provides the necessary protection for the team. Although the name suggests that the team is mainly responsible for reconstruction, the task has lately shifted more toward empowerment and aid to the local governments as well as upholding relations with the locals and the international actors, such as ISAF in Afghanistan. (Langinvainio 2006, 54-55.)

3.3 Civilian crisis management organizations

Similarly to Crisis Management Centre Finland, also other European nations have centres that conduct the operational level activities. As there is no obligation for nations to create a civilian crisis management centre, some nations conduct the operations directly from ministries. (European Group on Training 2009, 20-26.) Germany and Sweden, among others, have established designated centres' that perform the pre-deployment procedures such as training, assessment and equipping. In Sweden the responsible party is the Folke Bernadotte Academy, which conducts training, deployment and research and development, for the Swedish civilian crisis management. In Germany the entity is Zentrum für Internationale Friedenseinsätze. In several countries the activities, mainly training and personnel assessments, are given to independent organizations. To control the training, the European Group on Training (EGT) was created. The EGT comprises of European training institutions and NGO training providers. For example in United Kingdom, the responsible organization is International Alert. Training is often also conducted through universities that have the sufficient knowledge and resources. The European Group on Training has cooperated, among others, with the Finnish Åbo Akademi University from 2003 to 2004; the French Ecole Nationale d'Administration from 2002 to 2008 and cooperates currently several universities such as the Belgian Egmont - Royal Institute for International Relations. (European Group on Training 2009, 38-39.)

4 ORGANIZATIONAL REPUTATION AND IMAGE

In the fields of communication and marketing there has been a quest for finding the essence of organizational reputation (further on only reputation). In companies and other organizations the reputation management is often the responsibility of the communications department or the spokesperson, even though the whole organization is partly responsible for communicating reputation and image to the public. (see e.g. Malmelin & Hakala 2005; van Riel & Fombrun 2007)

Reputation and image and their management are important, if not crucial, to all organizations as each organization has a reputation and an image, created either willingly or unwillingly. The organization is also constantly affected by its reputation and image. A negative reputation can lead to major setbacks while a positive reputation can yield unexpected profits.

Image, reputation and brand are concepts that are close to each other but not identical, even though a non-identified marketing representative has said that reputation is the image of a brand. (Aula & Heinonen 2002, 33). According to Webster's comprehensive dictionary (2004) reputation is "the general estimation in which a person or thing is held by others, especially by a community; repute, either good or bad". The difference between reputation and image come from the fact that both are based on different things, they are built differently and they are both influenced differently. Image is a visual issue, focused on stimulating imagination and making the target look good. Image building is part of advertising and marketing communications and is handled mainly by advertising agencies and public relations offices. Reputation, on the other hand, is a conclusion of the stories that are being told about an organization. Within these stories the organization's values are evaluated and by this the stories either show the organization in a positive or negative light. Reputation building comes from the organization itself, from its personnel and management. Brand is a product image, often artificially created or enhanced, identifying the product from other similar products. A brand can easily be associated with a company, but more often the brand makes the association towards the actual product, not the company. According to Aula

and Heinonen (2002, 53) “Brand is not a corporate asset, but it is formed in the receivers head”. (Aula & Heinonen 2002, 46-61; Heinonen 2006, 32-35)

This chapter is divided into three subchapters. The first subchapter describes and identifies the concepts of reputation, image and brand. The second subchapter explores how reputation and image are created. In the third chapter reputation and image will be connected to organizational reputation and organizational image concepts.

4.1 Reputation, image and brand

As mentioned earlier, reputation, image and brand are very close to each others and very often confused with each other. This becomes rather apparent when reading published works of different authors in the field of corporate communication. According to Kaustinen (2008) there is no common understanding of what the correct term, when describing interest groups perceptions of an organization, reputation or image. Also the term “brand” is used sometimes interchangeably with image and even reputation. This is especially true with consumer marketing communication.

4.1.1 Identity

For an organization identity is that which separates the company from other organizations, making it unique in the minds of the people working for the organization. This identity is based on the current activities of the organization. (Aula & Mantere 2005, 69.) Kaustinen (2008, 26), who has also explored corporate identity, states that corporate identity is an internal trait of the organization and can be compared to the ego of the organization. This can be compared to the ego of a human being, which consists of individual identity and the identity of a group. An organization can also have two identities, one that it is and one that it desires. According to Uimonen and Ikävalko (1996, 181), the organization must be aware of its identity before the organization starts to evaluate and form its image.

4.1.2 Reputation

According to Aula and Heinonen (2002, 32) reputation is created from stories and mentions. Reputation is the totality of the stories evaluating the organization. The authors state (2002, 33) that the use of the term reputation is very fluid and that users of the term tend to skew it towards their own field. For example people involved in advertising tend to argue that the reputation is almost the same as brand or corporate brand.

Aula and Mantere (2005, 32) state that there are two factors that reputation-thinkers from different fields of business agree on. Firstly, reputation is a strategic resource that is an absolute value, thus raising reputation and reputation management to be part of the organizations strategic capacity. Because of this, reputation does not only provide images of the organization or interpretations of the images but also builds the organization.

Secondly, reputation is a promise of something and to keep the reputation of an organization positive, these promises should also be backed up by actions. Reputation is composed of the stories created by promises and how these promises are fulfilled. These stories are evaluated by the public, thus creating either a positive or a negative reputation. There is rarely a grey area between the two possibilities. The creation of reputation is dependent on several issues. These issues will be described in more detail in section 4.2.

4.1.3 Image

Image is commonly an interpretation of an organization, based on visual aspects. It is created around mental images and beliefs, which are created using the tools of marketing communication.

Image, as said by Uimonen and Ikävalko (1996, 189) is also an asset of the company. In the modern media and marketing communication, there has been an excess of image, as it has been used to describe a variety of things. Towards the media the image creators, spin doctors, have been especially active, saturating the journalists with endless praise of their clients. As a counter-reaction to this, the media has started to consider all information sourcing from them as refined, quasi-truths, and as this information is seen as the image of the spin doctor's client. This has caused the word to gain a negative connotation. Some of this attitude has been also adapted by Aula and Heinonen (2002) as they state that image is "polish" for the product or organization.

Other authors, such as Rope and Methner (2001 & 1987), do not share the same attitude. They see that image is a fusion of the publics' experiences, knowledge, attitudes, feelings and beliefs concerning the target product or organization. According to them the corporate image is the "imaginative" image of a corporation. Rope and Methner do not support the claims of Aula and Heinonen that there should be a solid reality base on the claims of an image. Rope's and Methner's view is that for a person, the only significant thing is that what kind of image does he or she have from the organization or product in questions. It has no significance if the image is correct or not. (Aula & Heinonen 2002, 46-50.) Kaustinen (2008, 27) comments, based on information from Fillis, that the correctness and the connection to reality of the image then affects the organizational reputation. Prestigious advertising can temporarily boost the organizational image but if the advert does not have strong contact points to the reality (i.e. false or misleading advertising), the organizational reputation will suffer.

A strong reputation will also increase the trust towards the company both in the interest groups and in the organizations members itself. This enables the organization to gain benefits from a more competent employee pool but also creates stronger relationships and networks with interest groups. (Heinonen 2006, 42-47.)

4.1.4 Brand

In addition to reputation and image, brand is a concept that is nowadays commonly connected to reputation management and public relations. When compared to image and reputation it must be noted that commonly brand refers to a distinct product or

product-line. Brands are created to distinguish a product from other products, branded or non-branded, generic, products. Some companies have extended the product brand to cover the whole organization. These kinds of organizations are for example Starbucks and McDonalds. Both are easily distinguishable from competitors, are widely known by their logos and create some opinion or image in the minds of the general public. (Aula & Heinonen 2002, 53-55.)

Similarly to image, Malmelin and Hakala (2005, 26-29) state that brand is part of the assets of an organization. The authors see brand as an investment for the organization's future. According to the authors, intangible assets, such as brand or an interest group network, are important for the success of an organization as they are difficult to copy by competitors.

In this study, brand is not considered as a major part of Crisis Management Centre Finland's identity nor any assumptions are made that CMC Finland would have a brand. The concept described above aims to create the difference between image, reputation and brand.

4.2 Creating reputation and image

As mentioned above, reputation and image differ from each other and similarly the formation of reputation and image also differ. Aula and Heinonen (2002, 90) state that reputation is created when the organization and its interest groups meet at different common situations. According to the authors there are three levels of these encounters:

- 1) The first level of encounters is face-to-face encounters where the interest groups make contact with the organization in person. The encounters on this level are the most demanding for reputation. Failure on the first level can cause a ripple effect influencing the other levels also negatively. Some examples of first level encounters with Crisis Management Centre Finland are for example visits to CMC, joint meetings with the interest groups, seminars and courses.

2) The second level encounter is a situation where the interest group comes in contact with a service or product of the organization, without the actual organization being present. With bought products or services, this level includes the decision making process where the consumer evaluates the pros and cons of the product, previous experiences of the product and the organization against the personal image that he or she has of the company. If this process ends up in a positive result, the product is purchased. This often also means that the consumer has a good image of the organization producing the product. In the context of this study and CMC Finland, the consumption process is often absent, as CMC Finland has very few tangible and purchasable products. In CMC Finland's case, second level encounter would be a situation where a representative of an interest group obtains a study done by CMC Finland.

3) In the third level encounter the organization is not anymore present. Third level encounters are completely created from stories, rumours and images usually coming from a third party source. For example a newspaper feature article about the organization is a third level encounter for the interest group. This example is valid also for the context of this study. Also internal discussions, for example during lunch, of CMC Finland are third level encounters. Figure 3 illustrates the relationship between the three levels and the situation types.

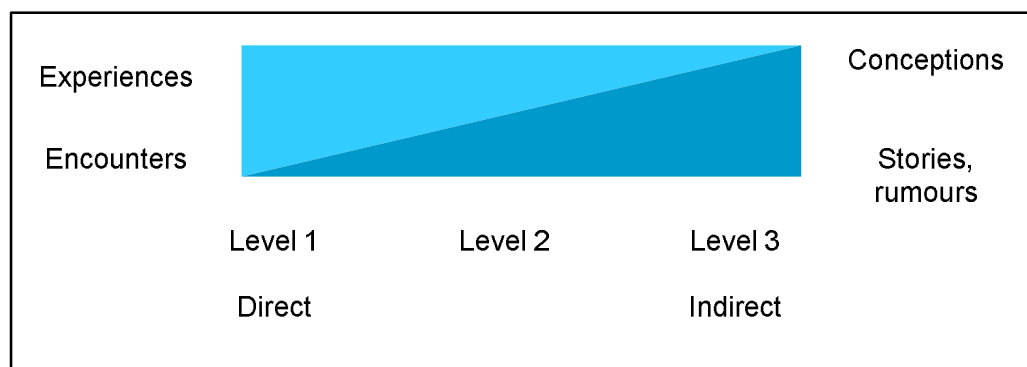


Figure 3. *Three levels of encounters developing reputation (Aula & Heinonen 2002, 92.)*

To avoid confusion, in Figure 3, the term image has been replaced with conception, which is quite appropriate when comparing it the original Finnish term “mielikuva”.

This decision was done on the researcher's decision after comparison with similar studies utilizing the same reference material.

According to Aula and Heinonen (2002, 92) the relations between the levels are somewhat hazy and for example distinction between experiences and conceptions can be difficult at times. Still this should not distract from seeing the concept from a comprehensive viewpoint, as all of the levels have effect on the interest groups. Because of this even strong conceptions on the third level can be destroyed if the direct, first level, encounters are negative.

In the context of this study and CMC Finland majority of the encounters are on the first level as personal contacts in training courses, seminars and other joint action projects. As mentioned before, CMC Finland produces only few concrete products. This fact renders the second level contacts to a small portion, especially as the studies and working papers are often distributed through personal contacts, which again means that the encounter is simultaneously on the first two levels. Because of this, pure encounters of the second level can be seen as rather uncommon. Thus third level encounters create the second majority. Stories are especially fast to spread as CMC Finland is a new organization, and unknown, organization. These two aspects are very viable material for creating stories and rumours.

4.3 Recent and past experiences and images developing reputation

As mentioned in the previous chapter, an organization's image and actions might not correspond with each other. For example the situation can be that the organization has begun a large-scale advertising campaign. With the campaign the organization can create images of the organization to persons that have not had any direct contact with the organization. The images can be inaccurate or "polished". When the person then makes direct contact with the organization, the pre-existing image can conflict in varying degrees with the current experience. Aula and Heinonen (2002, 93) have created four stages of reputation, based on the experience-image axel. Figure 4 illustrates these four stages.

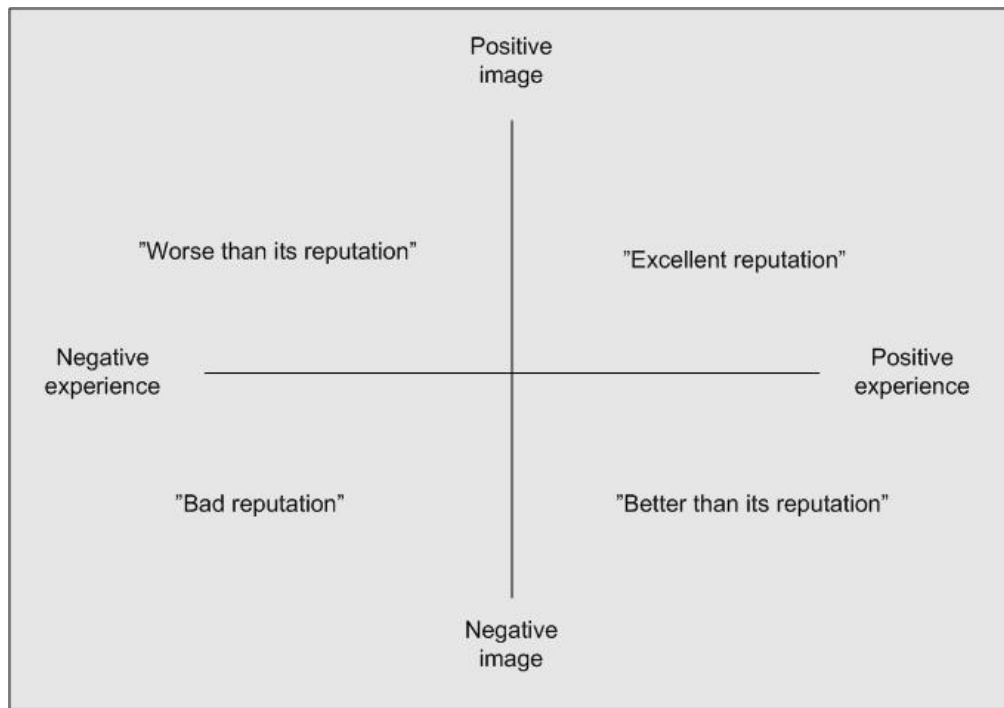


Figure 4. *Four stages of reputation* (Aula & Heinonen 2002, 93.)

Figure 4 is divided into four field or stages. In the right upper corner the organization has an excellent reputation that is created when the positive experiences are in unison with the acquired image of the organization. This stage can be seen as the optimal stage. As is common, the organization must constantly evaluate its operations and make adjustments to uphold the status quo and hold its excellent reputation. The opposite stage is bad reputation, where the experience and image are also in unison, but are negative by nature. Organizations set in this stage can be assumed to have fundamental conflicts in their activities. The experiences and images can also be non-aligned. If the image is positive but the experience is negative, the organization has a reputation that is above its activities. From this stage, it is easy to slip into the lower "Bad reputation" stage. The last stage of the figure is when a company has a negative image but the interest groups have had positive experiences. An organization situated in this stage usually has problems in communications; the organization carries out its core business correctly, but lacks the ability to communicate about it. (Aula & Heinonen 2002, 93.)

4.4 Organizational communication and reputation management

An organization has its internal communication and external communication. In addition to these communication forms, for-profit organizations also have marketing as a third major communication style. A non-profit organization often does not emphasize on marketing as much as a for-profit organization, but focuses more on the internal and external communications. (Malmelin & Hakala 2005, 125 -127.)

As reputation is partly created by stories, rumours and other word to mouth information, organizational communication plays a great role in reputation management. Images that form the reputation can be only contacted through communication. Often communication from the organization is the first step for the interest groups on forming an image of the organization (Aula & Heinonen 2002, 178; Aula & Mantere 2005, 94.) Because of this it is important that the communication is seen as a significant part of the organizations activities. In addition to the actual messages the organization is communicating, the organization must also provide the correct environment for the messages when they are interpreted at the receiving, interest group end. With a positive environment at the receiving end, good communication can raise the organization as the priority partner from other competitive organizations. Then reputation will act as a magnet for the organization, attracting new interest groups towards it and keeping existing ones with it. (Aula & Mantere 2005, 93-94.)

For CMC, in the Chapter 8.3, based on the findings presented in Chapter 7, some recommendations will be suggested, one relating to communication. CMC should create a communications strategy and switch to a more dedicated mode of communications that is also directed towards the general public and potential interest groups. This would bring improvement to the current situation where the communication is aimed mainly to seconded personnel, potential seconded personnel and to interest groups connected closely with the field of crisis management.

5 THEORETICAL FRAMEWORK

This chapter combines the concepts of the theories described in the Chapters 3 and 4, thus creating the theoretical framework for the study. The study has earlier showed that the organizational reputation can have major effects on the performance of an organization, either a profit making or non-profit organization.

Chapter 3 explored the concepts of civilian crisis management and the factors influencing its mechanisms. As can be seen from the chapter, civilian crisis management organizations are also dependant on reputation, as they operate in areas that are prone for critical media positions and are constantly under media scrutiny. Chapter 3 dealt with the concepts of reputation, image and brand. This chapter also described reputation and image in relation to organizations and the different levels of reputation. Furthermore, the multi-faced aspects of reputation were discussed: different interest groups value different aspects of the organization, thus the details of the reputation also change depending on the interest group.

The theoretical framework provides the study its purpose, outlining what the study aims to prove and why the thesis is even conducted. The “what” question finds its answers mainly from Chapter 4, which outlines the different levels of reputation: direct encounters with the organization; evaluations that the interest groups make based on products, services or similar encounters; and indirect encounters creating conception standing on rumours, stories and other second hand assumptions of the organization (Aula & Heinonen 2002.) By exploring these levels and analyzing the strengths and weaknesses of CMC Finland, the study creates the dimensions of CMC Finland’s reputation. These dimensions represent the main aspects of CMC Finland’s reputation from the eyes of the interest groups. These dimensions will be discussed in more detail in Chapter 7.

The second question outlined in the theoretical framework is why the reputation and the dimensions of the reputation of CMC Finland need to be explored and studied. According to Uimonen & Ikävalko (1996) publicity and with it reputation and image are a central element of any organizations activities, even if the organization is not

aiming towards it. The organization should be prepared to be in the publicity spotlight and be ready to give a good impression for the public, thus the organization should be aware of its own reputation dimensions and concepts. Malmelin and Hakala (2005, 70) also state that publicity affects almost all aspects of the organization activities and that “publicity is an important target for analysis for all activities of the organization”.

Several authors such as Achrol (1997, 66) and Dowling (2001, 214) (as quoted by Kaustinen 2008, 39-40) state that a good and well established reputation increases the trust of the interest groups towards the organization. Even though Kaustinen focuses on funder interest groups, the need for trust is obvious for other interest groups as well. This also applies to CMC Finland’s interest groups. With increased trust, CMC Finland is able to conduct its current operation more efficiently and also to gain more support from the interest groups. With increased support CMC Finland is able to expand its operations even further to more extensive and demanding operations.

6 METHODOLOGY

Chapter 6 explores the dimensions and methodology of the research. The chapter consists of five subchapters, detailing the different parts of the research. The first subchapter defines the research method of qualitative research and semi-structured interview. The second subchapter explains the interview framework and the reasons why the interview was constructed as it was. The third subchapter goes through the interviews and the decisions behind the selection of the interviewees. In addition, this subchapter gives details on interview documentation and issues related to the documentation. The fourth subchapter explores the analysis of the data collected and issues, both positive and negative, faced during the analysis. The final fifth subchapter examines the level of trustworthiness in the study and the validity of the study..

The aim of this study was to determine the current image of Crisis Management Centre Finland from the viewpoint of CMC Finland's interest groups. The topic was offered to me by Kirsi Henriksson, the Head of Research and Development at CMC Finland. The research was considered useful since this type of image survey of CMC Finland in the eyes of the interest groups was yet to be conducted. The main reason for the lack of this kind of survey is the young organizational age of CMC Finland. Now, after three years since the start of operations, Henriksson's opinion was that it was due time for an image survey in order to establish some reflection on the attitudes and opinions within the interest groups regarding CMC Finland. From the results of this study, CMC Finland is able to evaluate its strengths and weaknesses and decide how the development focuses vary between the organization itself and its interest groups.

The research questions for the research were related to organizational image, brand and reputation, especially in governmental organizations. The objective of this study was to determine the image of CMC Finland, as well as the strengths, weaknesses and possible development areas for CMC Finland.

6.1 Research method

This subchapter explores the dimensions of qualitative research and semi-structured interviews. It also outlines the basic issues behind phenomenological research style.

The research in this study was conducted through interviews with interest group representatives' who have had the most contact with CMC Finland's projects. The interviewees included both Finnish interest groups as well as a foreign interest group representative. In the interview the representatives were free to share their opinions of the topics. Because of the necessity of subjective opinions and the differences between them, the best suited research theory is phenomenography. In this theory, the intent is to collect information created by human experiences. Also aspects of hermetic research are applied in this study, as there is no intent to create a hypothesis that could be applied for a greater populace.

6.2 Qualitative research

In qualitative research the main focus is in picturing actual life. Qualitative research aims to study the target as comprehensively as possible, with the general aim of finding or revealing facts, instead of giving proof for existing statements. (Hirsjärvi & al. 1997, 153.)

According to Hirsjärvi, Remes and Sajavaara (1997, 155) the major characteristics of qualitative research include the following characteristics. In qualitative research the research is comprehensive data gathering, with the data gathered from actual situations. The qualitative researcher also favors his or her own observations and discussions with actual persons, instead of data received by technical instruments. A researcher conducting qualitative research commonly relays on inductive analysis with the purpose of revealing unexpected aspects. Because of this, the research can not be aimed towards testing a theory or hypothesis. The aim is often focused on the extensive, multisided and detailed inspection of the study. In qualitative research the data is gathered through interviews and other methods where the sample groups own ideas, opinions and attitudes can be revealed. This also steers the sample groups used in qualitative research to be pre-selected and purposeful instead of the random samples fa-

vored by quantitative researchers. These facts also relate to the research process and structure that are fairly adaptive and modified according to the situation. In qualitative research one must also recognize that all cases are unique and the data must be interpreted accordingly. (Kiviniemi 2001, 79-82.)

6.3 Semi-structured interview

According to Hirsjärvi and Hurme (2008, 47), there is no concrete definition for a semi-structured interview, although it could be viewed as a more relaxed type of interview. The semi-structured interview can also be referred as a focused interview or themed interview. The semi-structured interview is similar to a focused interview and has similar reference points. The focused interview has been created by Merton, Fisker and Kendal in 1956 in their book *The Focused Interview*. A semi-structured interview has also been called by other names such as semi standardized (Smith, 1975) or non-scheduled standardized interview (Denzin, 1970). These interviews are part of research interviews. The relation between research interview and other types of interviews can be seen from Figure 5, seen below.

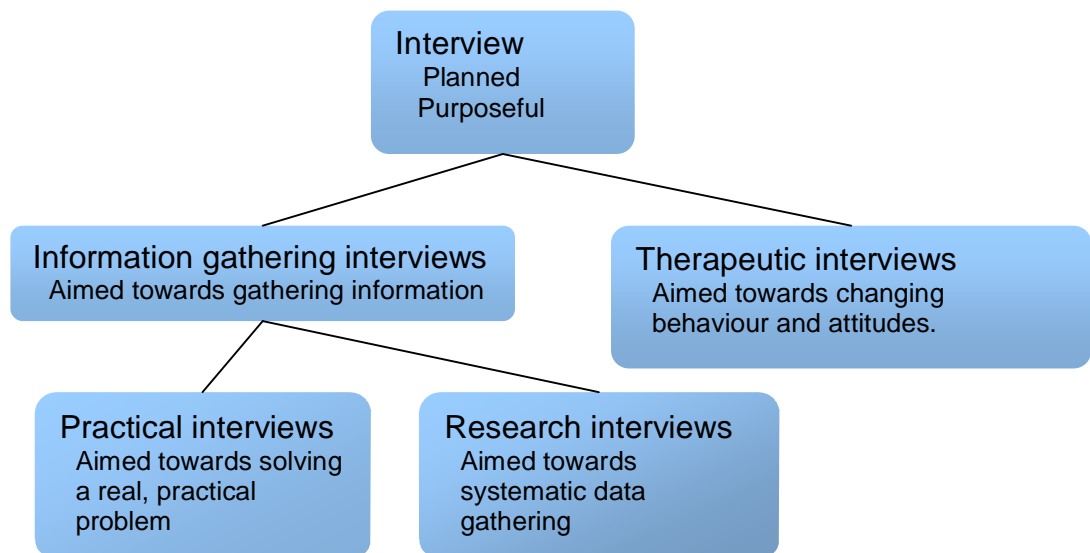


Figure 5. *Types of interview* (Hirsjärvi & Hurme 1982, 26.)

The semi-structured interview contains the same questions for all interviewees but as the research focuses on issues of which all of the interviewees have their individual

opinions, the interview questions can be altered and moved according to the upcoming issues of the discussion during the interview. A semi-structured interview does not require the interviewees to have a similar experience, either actual or created solely for research purposes. These characteristics separate the semi-structured from both structured interviews, where the order of the interview is strictly planned and the possibilities for variation are near to nil, and open interview where there are almost no limitations or order, but is close to a freeform discussion. According to Hirsjärvi and Hurme (1982, 37), Dahlgren (1977) has used a similar type of interview method, but has named it “softdatamethod” (mjukdatametod). In this method the interviewers focused on designated issues, but otherwise the interview was allowed to proceed in no particular order.

6.4 Interview process and data collection

This subchapter goes through the interview and data collection process, aimed towards giving a comprehensive view of the research process on a practical level with support from theoretical concepts.

6.4.1 Interview framework

The interviews were semi-structured, with an orientating framework that was intended towards directing the interviews towards the correct issues, but still not limiting the interviewee’s opinions and attitudes. During the preparation phase this was deemed as the optimal interview possibility, as the interviewees were from various different interest groups and the possibility for adjustments towards the current interest group had to be maintained. A good example of the necessity of this possibility was an interview in which the interviewee was from a funder group of CMC Finland and the cooperation had begun before the actual establishing of CMC Finland. This made the interview questions “What was your image of CMC Finland before your cooperation started” slightly problematic. The semi-structured style allowed flexibility and this awkward setting of the question could be slightly reformatted during the interview.

The interviews were structured in six different focus areas. The interview begun with the details of the interviewee, which were collected in practice beforehand during the

interview requests. The second focus area was the projects in which the organization represented by the interviewee and CMC Finland had cooperated. In this section, also the success or failure of these projects and potential future developments were inquired. The third section moved to the image of CMC Finland and the interviewees were asked how the perceived CMC and how the image had changed from their point of view. In the fourth and fifth section the interview questions were based on a SWOT-analysis, in which organizations strengths, weaknesses, opportunities and threats can be analyzed. In this case only the strengths and weaknesses were directly asked in the fourth section. In the fifth section the interviewee was asked about his or her opinions regarding fields of development of CMC Finland, including both fields in which development had happened and fields in which development could still occur. These development areas are to some extent reflective of the opportunity and threat elements of the SWOT-analysis. The interview was ended in the sixth section “Conclusion” in which the interviewee was asked to bring forth issues or comments about CMC Finland that had not risen during the interview. This section was created to ensure that the interviewees had the possibility to express all of their opinions, even ones unrelated to specific focus areas.

6.4.2 Selection of interviewees

In this study, the interviews consisted of six interviewed persons, of which four were conducted in person and two via electronic mail. Interview requests were sent to nine persons. The aim was to gather interviewees from different interest groups and in this aim was achieved rather well. The interviewees included representatives from interest groups that fund CMC Finland and that act as partners in training and operations. The organizations can be seen from Table 1 below.

Table 1 *Organizations of the Interviewees and Interview Language and Interview Types.*

Organization	Language	Interview type
Chamber of Commerce	Finnish	In person
City of Kuopio	Finnish	In person
United Nations OCHA	English	Electronic
United Nations OCHA	English	Electronic
Crisis Management Centre	Finnish	In person
Crisis Management Centre	Finnish	In person

The requests for interviews were sent in January and February of 2010. The acceptances for the requests were received almost instantly. For the two persons with whom the interview was conducted by electronic means, the interview request included the question form and an announcement that if the person accepts the request, the questions are already available in the email. The message also included contact details in case the interviewee had any questions. These contact details were also presented for the interviewees interviewed in person, but the questions were presented to them only after they accepted the interview request.

The interviews also included personnel from CMC Finland to understand how CMC Finland sees its own image and reputation within the interest groups. These interviews were the initial interviews and the first pilot interview also acted as a testing ground for the interview framework. This proved to be a valuable approach as the image of CMC Finland could be used to reflect the images of the interviewees already from the beginning. Even though the method of testing the interview framework with actual interviews is not a recommendable approach as it can easily ruin an interview, in this case a test interview was not possible because knowledge of CMC Finland and the interest groups was required in order for the interview framework to function as planned. In addition, persons possessing this knowledge, yet who were uninvolved with CMC Finland or the interest groups, were unavailable.

The interviews were deemed confidential and will not to be published in full or in such a way that the interviewees could be identified from distinct quotes. The ethical aspect of the interviews was considered before the interview process. As the topic and theme of the study were unrelated to any ethically vulnerable issues, it was decided that there was no need to create a separate ethical statement, acting on common sense would suffice. The issue of creating a privacy policy for the study, according to the act on personal data registries (Henkilötietolaki 22.4.1999/523) was also considered but it was decided that a separate policy would not be necessary and the interviewees contact details will not be published in any form.

6.4.4 Interview recording, settings and documentation

The interviews were recorded by an analogical Dictaphone and an electronic Dictaphone. The analogical Dictaphone was selected on practical bases (i.e. the present author had one in immediate possession), however, since the equipment was old and worn down, the sound quality was not sufficient and partly the background noise from the tape and the air conditioning in the interview location rendered the voices near to unrecognizable. To prevent these problems in the future, a digital Dictaphone was acquired for the interviews. The more modern equipment proved to be sufficient and the following interviews were conducted without any problems.

The settings for the interviews were rooms of varying sizes, such as conferences rooms. All of the interviews were conducted behind closed doors and the atmosphere was more or less quiet. In a couple of the interviews beverages were consumed during the interview and thus in the recordings one can hear some background noises coming from a coffee cup making a sound when touching the plate. In addition, in one of the interviews there was a small interruption when a person, unrelated to the interview, entered the room to bring documents for the interviewee. The interruption was only tens of seconds. These distractions were considered unaffected to any aspect of the interviews.

The recorded interviews were written open manually as there are no easily acquirable applications to transcribe Finnish speech correctly to text. With the manual transcribing it was also possible to familiarize oneself with the interviews before the actual analysis phase.

6.4.5 Data analysis

As the number of interviews was six, the data analysis could be done manually. Kaustinen (2008, 57) suggests that a computer-based data analysis application could be used, but in this particular case the limited resources, mainly time, and the relatively low number of data, resulted in the decision not to use a computer-based program

The method for analyzing the research data was thematizing analysis, where there are several common themes that rose from the data. In this type of analysis the research data is spliced and divided into the themes. These themes can be found from all the research cases, in this case from the interviews, thus creating the themes on which the findings are based. (Hirsjärvi & Hurme 2008, 173.) The thematizing method was selected because it provides the best answers for the research question as the common themes found from the interviews form the dimensions of reputation. These dimensions were the issues this study set out to discover.

In addition to this, the data was analyzed through the strengths, weaknesses, opportunities and threats (SWOT)-method. This method is commonly used in market research, and in the study a SWOT-analysis was used to categorize the some of the issues regarding CMC Finland mentioned in the interviews. (Kotler & Armstrong 2008, 52) From these items it was possible to analyze how the strengths and weaknesses have affected the reputation and image of CMC Finland. In the interviews the interviewees were directly asked about the strengths and weaknesses, but the opportunity and threat dimensions were combined to form a question inquiring about the possible fields of development for CMC Finland.

6.5. Trustworthiness and validity of the research

Qualitative research trustworthiness is mainly related to the actual research process and this fact is highlighted with semi-structured interviews. Trustworthiness and reliability can be either measured by a reliability factor method or by asking the question that would the interviews have yielded the same results with a different interviewer or that if the interviews can be replicated with the same results. (Hirsjärvi & Hurme 1982, 129; 2008, 186).

In this research the interviews could have produced slightly different results if the interviewer would have been a person that has no relation to CMC Finland. On the other hand it is unlikely that this would occur as the topic was presented to me by CMC Finland and thusly there would always been some connection.

The validity of the research was good with both content validity and concept validity. (Hirsjärvi & Hurme 1982, 129.) The interview frame and the questions proved to

work well in the interviews and produced data that answered to the research questions, thus making the research content valid. The concept validity was also sufficient as the theory responded to the research and provided adequate concepts for the research.

The major problems for the reliability of the research are the common problems occurring with qualitative research in general: subjective views and ambiguity of results. These are problems that are difficult to overcome if the reliability is questioned. In quantitative research the other factors damaging the reliability are interviewer or process oriented. (Hirsjärvi & Hurme 1982, 128-130.) In my opinion, these problems have been avoided rather well.

7 FINDINGS

Chapter 7 describes the findings of the conducted study. The first chapter will give an introduction to the process of finding the study results. Then the following chapters will explore the discovered dimensions in a more detailed manner.

To avoid confusion and wrong interpretations, the interview quotations of the interviewed CMC Finland employees are marked as CMC instead of Pn, as the other interviewees.

In the data analysis five dimensions relating to the reputation of CMC Finland. These dimensions were competent personnel, good style of communicating, significant level of substance, wide contact networks and good quality of research. Figure 6 illustrates these dimensions that form the reputation of Crisis Management Centre Finland, as its interest groups perceive it.

Before the start of the data analysis there were no categories to ensure that the analysis was unbiased. The categorizing method on the other hand was selected beforehand to create some starting point for the analysis. Also the selection of the thematizing method required the categorization of the themes.

7.1 Competent personnel

Competent personnel were mentioned in all of the six interviews. All of the interviewees had had positive encounters with personnel of CMC. The two quotations bellow from the interviews what represent the comments given of the personnel well:

It is easy to work with the people at CMC. They have clearly learned to work with anybody, anybody at all, domestic or foreign. (P1)

Every time the courses ran very well due to the excellent support received from CMC This [support] ranged from pre-course admin support, preparation and set-up of training facilities, 24/7 support during the

training, excellent training and accommodation facilities and a very welcoming attitude by all CMC staff. (P3)

The interviews clearly show that the personal contacts (level one encounters) have proved to be almost completely positive. It must be assumed, however, that an expansion of the sample group would result in also some negative encounters.

In the interviews another issue relating to personnel was also raised: the fast turnover rate of the personnel. In three of the interviews, it was noted that the personnel employed at CMC Finland have seen the employment as a fixed time project rather than a longer term, steady employment. Although this was seen as an issue by the interviewed CMC employees, they were aware of the problem and the turnovers were arranged in a manner in which the hindrance to the organization is minimal. The issue was seen more as a challenge than a crippling shortcoming.

It is a challenge to keep the organizational memory in such state that expertise and knowledge do not leave with the old employee. This is also a challenge for the management. (CMC)

...people that come and see Crisis Management Centre as this kind of project, where you come, work very motivated and then leave. It is a major challenge for continuity. (CMC)

In close relation to the personnel CMC Finland's organizational capacity was raised to the spotlight. Four out of the six interviewees mentioned, as one of the organizational strengths, the fast reaction capability and adaptability of CMC Finland.

I hope that we would not become a bureaucratic, highly hierarchical organization, but we would stay flexible, because otherwise this would not be a centre of expertise. (CMC)

Admirable systematics (P2)

The fast reaction and adaptability was seen especially useful as CMC Finland has each year received new aspects of Finnish civilian crisis management into its main responsibilities. International civilian police operations were transferred to CMC in 2008 and most recently, in 2009, the Ministry of the Interior transferred the international rescue services operational assets to CMC Finland's control. This included the Finn Rescue Force rescue formation. The interviewees also noted that CMC Finland is still rather vulnerable and if key personnel also begin transferring, the current strong and competent atmosphere can be lost.

It can be concluded that the "competent personnel" dimension reflects positively to the interest groups and has created constantly positive encounters, even though the people have changed in rapid succession. Through personal contacts and successful first level encounters, CMC Finland has gained significant reputation boost within the interest groups. There are still issues that demand attention, but the direction is right. In Chapter 8 the issues that demand attention are discussed.

7.2. Good communication

During the interviews, it came apparent that the interest groups felt that CMC communicated towards them sufficiently and efficiently. The communication mentioned in the interviews was CMC's bulletin system, publications and individual project related communication.

When you get into the communication network, then you surely get information (P1)

We know much more about CMC's activities in general, than we know from our other partners... (P2)

From the mentions in the interviews, it can be seen that CMC has a strong emphasis on interest group and specialized audience communications. In CMC's case the spe-

cialized audience is the field of crisis management (discussed in detail in subchapter 6.4), which is one of the main audiences for the research and seminar publications.

The issue of communication was mentioned in one of the CMC employee interviews, but in a slightly negative association. The mention was made when discussing the networks of CMC.

The fact that we have not got the attention of the public and the press is unfortunate. We would need a dedicated communications strategy and not only we but also the Ministry of Foreign Affairs and the Ministry of the Interior should take a look at the mirror. (P1)

The amount of media publicity or other media related issues were not discussed during the interviews. If these issues would have been studied, the results could have been biased as the interviewees were strongly influenced by CMC and they might pay more attention to smaller mentions of CMC in the media than the average person. Further research on media coverage is suggested in Chapter 8.

The focus of CMC's communication can also be seen from the following quotation:

Maybe we have to accept the fact that we might not ever be media sexy...if some body should have the glory, it is the experts that we have out in the world...the core is the people we send out (CMC)

From this it is clearly seen that CMC sees itself as a middle man between the Finnish experts and the missions; there is no need to emphasize CMC's activities but more the activities of the experts in the field. This is a conflicting mode of thought as CMC's functions require extensive cooperation with various interest groups. Because of this, CMC should also create awareness of itself and in an optimal situation, also simultaneously spread the knowledge of the experts and missions in which Finnish experts deployed by CMC are stationed.

The rather low media visibility also relates the low publicity that CMC has in the general public. As mentioned in one of the interviews:

I still get phone calls “Oh, you exist; we would like to do a project with you”. (CMC)

In relation to general reputation, media can be an important factor, but when the focus is more towards the interest groups, a more critical factor is the organizations own communication towards the interest groups. (Malmelin & Hakala 2005, 44; 102-103)

7.3 Good level of substance

One dimension that was rather clear during the interviews was the conception of CMC as possessing strong knowledge and expertise in crisis management. Competence in the core business areas is a strong reputation builder as competence is visible in all of the fields of reputation. The actual concept of CMC's core substance was more or less hazy for two of the interviewees, even though they had gained the conception that CMC does a good job. This can be seen as an indicator of the fact that competence or the assumption of competence is such that a person uninvolved in crisis management receives an impression of the competence and skills of CMC even though s/he does not know or understand the concepts to the smallest details.

Also the persons that had knowledge of the concepts of crisis management did not give any hints that CMC's level of substance would be poor or that there would be major gaps in competence.

The good level of substance can also been seen from the figures. In the year 2009 CMC Finland hosted over 50 training events with the total participant amount exceeding 1600 participants coming from over 50 different countries (CMC Finland, 2010.)

The figures can be slightly distorted by the fact that CMC Finland is unique in Finland, with no competition from other organizations in the field of civilian crisis management. This was seen as both strength and weakness by the interviewees.

...we are the single actor in this field [civilian crisis management] and the fact that we are a governmental actor, gives us a certain status. (CMC)

The trainings held at CMC received positive feedback from the interviewees. In this, the three levels of reputation were clearly visible. The interviewees included persons participating in the trainings, which can be seen as level one encounters; persons arranging the trainings, an activity that has common contact points to level two encounters; and persons who had only heard of the courses from persons that have had first and second level encounters with the courses.

The basic courses [e.g. European Union Concept Core Course], this is my opinion, even though they are each time slightly different although always built around the same basis, are prime-class. The feedback we have got from them has been excellent. (CMC)

The good experiences of basic courses have given strong reputation for CMC as an organization that has the capabilities of conducting a large variety of different trainings.

Also special trainings, such as the Afghanistan Police-Prosecutor Cooperation training, are an indication that we have the capacity to conduct this kind [very specialized and demanding] of trainings. (CMC)

The interviewees see that there are still problems existing although CMC has a strong competence.

We should get it understood that this civilian crisis management is preserving of internal security. And to get it show also to the outside, that even though we are going away [to missions], polices, prosecutors and other do the same job that they would do in Finland. When they then come back, they possible bring added value to their own professional skills. The internal security should be seen in a much wider sense. (CMC)

The good level of substance dimension is related to the third level of reputation: the stories and non-direct encounters with the organization. Operational competence relates also to the first level, as competence is commonly directly related to the experiences of the organization.

7.4 Wide contact networks

Another dimension that was mentioned several times by all of the interviewees was CMC Finland's extensive networks and CMC Finland's capability to build networks in different environments.

...we have tried to say [to our partners] that there is world elsewhere. In this context, CMC's way of thinking is based on something completely different. (P1)

According to the interviews, one of the major interest group attraction factors is the international network that CMC Finland has created and attracted around its operations. CMC Finland has extensive interaction with different organizations both domestic and international. These organizations include both various interest groups, foreign counterpart organizations and other organizations related to crisis management. Good examples of these organizations have been mentioned in the case organization description in Chapter 2.

CMC Finland's employees saw that CMC Finland has pushed itself through to the interest groups that are critical for CMC's operation.

... The important sectors, such as non-government organizations, already know about us... We have good connections to the people who discuss about the future of Finnish civilian crisis management. (CMC)

CMC has also integrated its networks with its interest groups networks, expanding its own networks rapidly. An example of this activity is the fact that CMC Finland is a frequently visited point during the high importance visits hosted by the City of Kuopio.

The interviewees also saw flaws and development needs in the networks of CMC Finland.

I wish that we would have stronger networks to them who decide the directions of civilian crisis management...we would need a toolkit, early warning signs-type network...foresight [for developments in the field of crisis management]...to enable us to react better for example the needs in training. (CMC)

As can be seen from the quotation, the interviewees from CMC Finland saw that CMC Finland should have a stronger connection to planning and forecasting organizations both on national and international level. This would enable a better adaptability and reaction speed to changes in the crisis management situation.

Also the interviewees, mainly from CMC Finland, but also from the interest groups, mentioned that CMC Finland should also develop an even stronger degree on internationalization. The process could be extended to more comprehensive training cooperation by using existing contacts within European and African organizations. The cooperation could be deepened within Europe to create cooperation also in recruiting and human resources. On a national level the internationalization process can be advanced by integrating immigrants to the activities of CMC Finland.

...We operate often in areas from where people leave as refugees for Europe or Finland or other Western countries and the problem is that we have not integrated these people to our activities...There is lot of knowledge and potential...Of course we have some cooperation, but nothing major. (CMC)

7.5 Quality of research

As the fifth dimension affecting the reputation of CMC is the quality of research. According to the interviews, research is seen as an important part of the organization's reputation and the quality of research has been on a good level.

There are still issues with the research and development sector of CMC, mainly the problematic funding process.

The research and development are currently run almost completely by project funding, what is to say that the R&D activities are hindered all the time because we have to constantly keep our antennas in the air seeking new projects and draw up funding applications for them, all the time eating from our actual research. (CMC)

It was also mentioned in the interview, that CMC should also focus on finding concrete applications for its research. With this the research would come to the knowledge of a wider audience, also outside of the academic and civilian crisis management circles. This would then bring greater publicity for the research in question, to the other research efforts and CMC Finland in general.

Then it [the research] would be interesting. But that is really hard work and it requires a lot of time. (P1)

7.6 Relationship between the dimensions

The dimensions presented in the previous chapters can be connected to each other and to some sub dimensions that are included in the main dimensions, but can also be seen as separate dimensions.

Figure 6, shown below, presents the dimensions and their internal relation to each other. Competent personnel ensure the good level of substance which then leads CMC to be aware of its own capabilities. This again provides a strong presence in crisis management as CMC Finland has the knowledge of what can be done and accordingly adjust its focus. Also the good quality of research attributes to the strong presence in the crisis management field. Wide networks support the strong presence by bringing CMC Finland's presence known to other parties. The networking is then supported by good communication towards the interest groups. This combined with

competent personnel, lowers the threshold for new interest groups to get in contact with CMC.

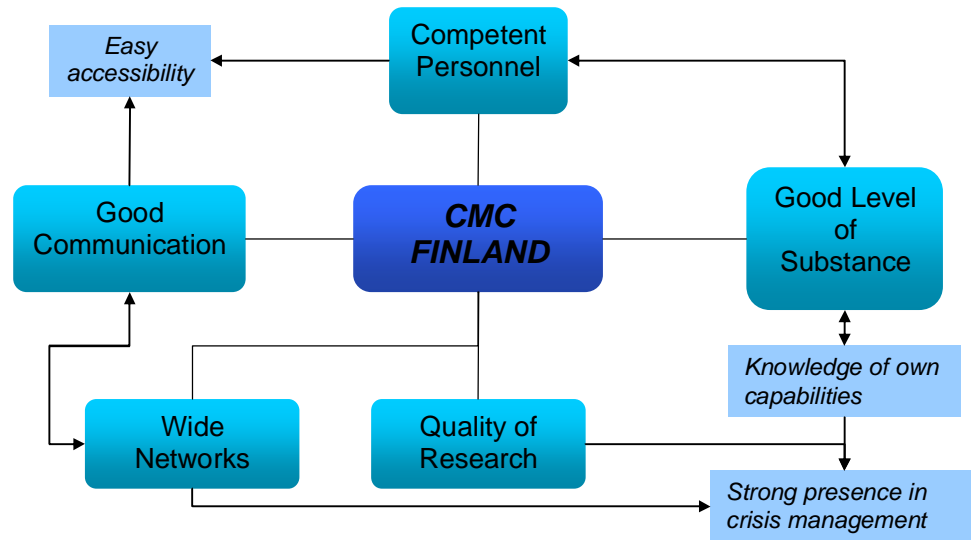


Figure 6. *Relations between the dimensions of reputation of CMC Finland*

8 CONCLUSIONS

This Chapter 8 concludes what has been learned from the literature reviews in Chapters 3 and 4 and from the research (Chapter 7). These findings are supplemented by the theoretical and methodical reviews of Chapters 2 and 6. In addition, this chapter will present a discussion of the whole thesis process. Thirdly, this chapter presents the main findings of the study and gives some recommendations for CMC Finland on reputation and image. Finally, this chapter gives suggestions for further research.

8.1 Research summary

CMC Finland is a fairly young, and unique, organization in Finland; hence until this study it had been unclear how the interest groups perceive CMC Finland and its operations. The objective of this study was to explore the current reputation and image of CMC Finland from the point of view of its interest groups. The literature review of the study went through two main issues: civilian crisis management and organizational reputation. The review revealed that the field of civilian crisis management is quite a new field for the general public and confusion is present even with civilian crisis management organizations. From the review it was also seen that reputation and image are aspects that all organizations should be aware of and should, if possible, manage to their best ability.

Since CMC Finland has several different interest group types (e.g. funders and different partner groups, both domestic and international) the research was based on the basic concepts of organizational reputation and image. From these concepts and the interviews conducted, five dimensions that represent the reputation of CMC Finland and answer the main research question “*What are the dimensions that form the reputation of Crisis Management Centre Finland, viewed from the point of interest groups acting as partners and or funders for Crisis Management Centre Finland*” were created.

As the basis of the research, six persons representing CMC Finland and CMC Finland interest groups were interviewed. The interviews were conducted as qualitative semi-

structured interviews with the questions focusing on CMC's activities, perceived reputation, as well as strengths and weaknesses.

As a result of these interviews, five dimensions of CMC Finland's reputation were recognized: competent personnel; good communication; good level of substance; wide contact networks; and quality of research. From these dimensions it was possible to identify aspects of reputation that CMC Finland should promote and cultivate. There were also some issues that CMC Finland should attempt to correct or improve, which will be discussed in the following subchapter.

8.2 Main findings

The following subchapter describes the main findings from the study on CMC Finland reputation and image from the point of view of interest groups. These findings are described in more detail in Chapter 7. The findings in this chapter are divided into two categories: aspects that should be promoted and cultivated (i.e. good qualities) and issues that should be corrected or improved (i.e. fields of development). The positive and negative aspects are first displayed in a table and further on the aspects are explained in detail.

Table 2 *Aspects of CMC Finland's reputation*

Positive aspects	Negative aspects
Competent personnel	Fast change of personnel
Flexibility and adaptability	Mixed core competencies
Good communication	Limited communication towards far-out interest groups and the general public
Good competence	
Good training capabilities	
Large contact network	
Good quality research	

Aspects of CMC Finland's reputation and image that should be promoted and cultivated are listed below.

- Competent personnel: All of the interviewees mentioned that CMC Finland has very competent personnel who have both professional and interpersonal skills. Especially the interpersonal skills (“easy to work with”) were important to some of the interest groups. Personnel who are both skilful in their profession but also able to work with other people and organizations without any problems are a critical factor for organizational reputation and image as they form the base for all levels of encounters.
- Flexibility and adaptability: CMC was considered to be a flexible and fast adaptable organization. This was also a quality that the people from CMC wished would remain an integral part of CMC Finland. The field of crisis management is in constant change, thus flexibility and adaptability are crucial characteristics for crisis management organizations that wish to operate efficiently.
- Good communication: Two of the interviewees stated that CMC is a good communicator, both towards its funders, partner groups and people who have been in contact with it, for example are on civilian crisis management rosters. CMC’s publications have also spread wide within its interest groups and other partner networks, giving the interest groups a glimpse of CMC’s activities.
- Good competence: During the interviews, CMC’s strong competence in civilian crisis management was mentioned several times. In addition the fact that CMC has received several tasks transferred from other governmental entities is gesture that can be seen as praise towards CMC’s competent activities.
- Good training capabilities: CMC has successfully embarked on complex and extensive training projects such as the Afghanistan Police-Prosecutor Cooperation Training Programme, and yearly hosts over 50 trainings in cooperation with different organizations. Especially CMC’s basic courses on civilian crisis management are of excellent quality.
- Large contact networks: During its short existence CMC has created vast networks in Finland, Europe and all over world. With these networks CMC Finland can keep itself aware of changes in the field of crisis management and enhance its operations through benchmarking. CMC can also attract new partners by acting as an intermediary and interlinking its own networks with the networks of its partners.
- Good quality research: CMC publishes several research publications and working papers annually and hosts several seminars and events on crisis management, including joint events with partner organizations such as the Tampere Peace Research Institute (TAPRI). These kinds of activities make CMC a strong actor also in the academic side of crisis management.

Issues that require improvement to ensure more positive reactions from interest groups are listed below.

- Fast change of personnel: CMC is seen as a project-type employment, where the employment period is always fixed. This leads to the situation where people coming to CMC do not even seek permanent or long time employment but

are almost constantly seeking for new projects, such as deployment to a crisis management mission.

- Mixed core competencies: Due to the rather fast growth of CMC, CMC's core competencies are slowly beginning blur and some interest groups see this as a negative issue. An underlying issue is also the question of resource distribution: can CMC handle all of its tasks as efficiently as possible?
- Limited communication towards far-out interest groups and the general public: CMC's communication is aimed towards first tier interest groups, interest groups that are close (i.e. in Finland). The interest groups that are further away or embedded with larger organizations (e.g. UN's sub organizations) receive limited information. This also applies to the general public; CMC does not "advertise" itself to the public, only to its target groups such as governmental and training organizations.

The lists above outlined both characteristics that CMC Finland should foster and characteristics that CMC Finland should improve in order to develop its reputation in the eyes of its interest groups. Therefore the answers for the two sub research questions, *"What are the existing qualities that CMC Finland should upkeep, for the reputation to be enhanced within the interest groups"* and *"What are the issues that CMC should concentrate on to enhance its reputation among the current and potential interest groups"*, have been given. For the issues requiring improvement, some recommendations are presented in the following subchapter.

8.3 Recommendations for CMC Finland

The findings show that CMC Finland has a relatively strong reputation with its interest groups but in order to keep the reputation on its current level or improve it, CMC's management should take some points into consideration.

- Create a communications strategy and designate sufficient resources for seeing it through. Any rapidly growing organization akin to CMC will eventually find the limits of ad-hoc communications without general guidelines, strategy or resources.

- Make yourself public. CMC is still quite unknown for a global player and for a unique organization in Finland. Publicity can offer new interest groups and possibilities.
- Clear competencies. CMC should make its core competencies clear also for its interest groups. This would keep all the interest groups content, even though CMC would have temporary focus on a competency that affects interest group A and not groups B and C.

Currently, even though personnel deployed to civilian crisis missions are shown more and more in the media, CMC is mentioned very rarely. This issue does not relate directly to organizational reputation but it would be a clear indication of good reputation management if CMC would be mentioned equally often in the media as the personnel it has deployed. A more public presence would create knowledge of CMC Finland with the potential partner and funder interest groups. This presence could be an objective that CMC Finland could aim for. But to be able to cope with increased public presence, CMC Finland needs a more active communication style. This on the other hand requires a detailed communications strategy. A good reputation is formed from good activities combined with good communication. (Aula & Mantere 2005, 79-90; Malmelin & Hakala 2005, 91-104.)

CMC Finland's current competencies are a result of adaptation in the Finnish field of crisis management with the aim of centralizing different operations under one actor. This can be seen from the interest groups side as ominous sign that their interest are being pushed away and replaced with another groups interests. The centralization can be also seen as trying to do everything at once. The first view is mainly with interest groups outside the CCM field and the second view mainly with other CCM organizations. This situation can be also handled through more intensive communication and by prioritizing the interest groups and presenting a stronger presence in the fields what the priority interest groups value. (Malmelin & Hakala 2005, 143-152.)

8.4 Suggestions for further research

This current study is only a shallow scrape on organizational reputation and image and there are several topics and research paths that could be researched further. This chapter will outline a few of them. First, research could be extended to a wider sample of interest groups. The research could be conducted as quantitative research and using

the dimensions identified in this study the research could explore potential correlation with the current sample group. Second, the dimensions identified in this study could be prioritized and more extensive research could be conducted on the top priority dimensions. Third, organizational communication was not actually studied in this study, but only dealt with in passing. Organizational communication research for CMC could prove valuable in relation with the recommendations presented in this study.

First, this current study contained only six interviews, mainly because of time limits. With a quantitative interview it would be possible to gather a sample that would contain the majority, if not all, of CMC Finland's interest groups. With a larger sample group, the dimensions could vary or there could be a correlation with this current study. In any case, a larger sample group would offer a more comprehensive image of the reputation of CMC Finland within the interest groups, instead of the current, limited view.

Second, the dimensions identified in this study are not prioritized from either the interest groups side or from CMC's side. A follow up study could explore the priorities of the dimensions, thus providing CMC a guideline of dimensions to emphasize in order to gain maximum results. From the prioritized dimensions, in-depth research could be conducted to find out more underlying issues affecting the reputation and image of CMC Finland.

Third, organizational communication is a major tool in improving reputation and image. With more research on CMC from the view of organizational communication, current reputation could be improved, with the aim of 1) finding new interest groups and 2) strengthening reputation within the existing interest groups.

8.5 Summary of the thesis process

The methods used in this study were more or less suitable and yielded satisfactory results. But as usual, there is room for improvement and criticism.

First, this thesis was done in quite a short time frame. The original timeline for this study was from December 2009 to March 2010 and as a backup deadline April 2010.

This timeline would have been more than sufficient, but due to the inexperience of the author, the work begun only in late January 2010. Even then the work was not concluded efficiently but more in a relaxed and careless way. Only in mid-February, it came apparent that the backup deadline was the only viable deadline and even it would require an improved work pace. After this realization, the work started to advance in an appropriate manner.

Second, the sample group in this study was small, yet rather suitable for this thesis. The sample group contained interviewees from major interest groups, funders and CMC itself. The actual interview process was relatively easy concerning the authors previous experience with journalistic interviews. The interview transcribing and analysis were on the other hand a major stepping stone as there was no previous experience concerning those issues. The sample groups could also have included more international interviewees, but suitable interest groups for the study were limited and the answers received from them even more limited. Thus two foreign interviewees was an acceptable result. A larger sample group could have also increased the potential for researcher made errors that would then have affected the trustworthiness, reliability and validity of the research. These errors were now avoided with the small and controllable sample group.

Third, the study topic proved to be more complex than the initial appearance suggested. Reputation and image are issues that are constantly debated in the academic circles, thus making it difficult to find the “right” theory as scholars can have completely opposite views on one issue and then agree in unison on another. Because of this, it is possible for the theories presented in the literature review to seem unclear for the reader. This problematic setting was also noted by Kaustinen in her Master Thesis (2008, 109). Also the organizational profile of CMC Finland proved to be slightly difficult to analyze as it is almost a unique organization with no domestic and very limited international comparison opportunities. Because of this special position the application of organizational reputation theories required more work than it might have if the case organization was a more “normal” organization. Chapter 2 tries to clarify CMC’s profile, but it can still be somewhat blurry for the reader.

In general, the thesis process went rather well, disregarding the time frame. There were no major problems with the research process. The reception for the interview

requests was positive and the interest groups were pleased that this study was conducted. The research was reliable and valid, as much as a qualitative research based on individual ideas and opinions can be.

Final remarks

As mentioned above, in my opinion this thesis met its objectives both as a thesis and as an academic research. The thesis might look different if I would not have been working at CMC when conducting the study. I do not consider this to be a problem, but more as a different view point.

The thesis leaves some topics totally untouched and some topics are only shallowly scraped. With a bit of luck these topics will be studied more and in greater detail in the future.

Hopefully this study will be as useful for CMC Finland as it will be for me as a thesis.

REFERENCES

- Achrol, R. S. 1997
Changes in the theory of interorganizational relations in marketing: toward a network paradigm. *Journal of the Academy of Marketing Science*, 25(1), 56-71.
- Asiantuntijan opas. 2010
Internet document. Read 25th April 2010. Crisis Management Centre Finland. Kriisinhallintakeskus > Asiantuntijoiden rekrytointi ja henkilöstöhallinto > Asiantuntijan opas
www.cmcfinland.fi
- Aula, P.& Heinonen, J. 2002
Maine – menestystekijä. WSOY. Helsinki.
- Aula, P., & Mantere, S. 2005.
Hyvä yritys, strateginen maineenhallinta. WSOY. Helsinki.
- Crisis Management Centre Finland 2008a
CMC Finland Research Programme. Multiprint. Turku.
- Crisis Management Centre Finland 2008b
General Brochure.
- Crisis Management Centre Finland 2010a
Annual report 2009. Yliopistopaino. Helsinki
- Crisis Management Centre Finland 2010b
Internet document. Read 25th April 2010.
CMC Finland > Training
http://www.cmcfinland.fi/pelastus/cmc/home.nsf/pages/index_eng
- Crisis Management Centre Finland 2010c
Internet document. Read 25th April 2010.
CMC Finland > Research and Development
http://www.cmcfinland.fi/pelastus/cmc/home.nsf/pages/index_eng
- Crisis Management Centre Finland 2010d
Internet document. Read 25th April 2010.
CMC Finland > FRF
http://www.cmcfinland.fi/pelastus/cmc/home.nsf/pages/index_eng
- Crisis Management Initiative & European Commission 2006.
Faster and more united? The debate about Europe's crisis response capacity. Office for Official Publications of the European Communities. Luxembourg.

- Dowling, G. 2001
Creating corporate reputations. University Press. Oxford.
- European Group on Training 2009
Training for Civilian Crisis Management. Danagårds Grafiska. Sandöverken.
- Finnish Centre of Expertise in Comprehensive Crisis Management 2008
General brochure.
- Finnish Experts Abroad 2010
Internet document. Read 25th April 2010. CMC Finland.
http://www.cmcfinland.fi/pelastus/cmc/home.nsf/pages/index_eng
- Halonen, A. 2006
The first six years of civilian crisis management. In the book Senja Korhonen & Johanna Sumuvuori (ed.) From Conflicts to Development - An introduction to EU civilian crisis management. KATU. Jyväskylä.
- Heinonen, J. 2006
Mainejohtaja. WSOY. Helsinki.
- Hirsjärvi, S., & Hurme, H. 1982
Teemahaastattelu. 2nd ed. Gaudeamus. Helsinki.
- Hirsjärvi, S., & Hurme, H. 2008
Tutkimushaastattelu – teemahaastattelun teoria ja käytäntö
4th ed. University Press. Helsinki
- Hirsjärvi, S., Remes, P. & Sajavaara, P. 2005
Tutki ja kirjoita. 11th ed. Tammi. Helsinki.
- Kaustinen, L. 2008
Funder Perceptions of the Dimensions of Reputation of a Nonprofit Expert Organization – Case: Crisis Management Initiative. International Business Communication Master Thesis. Helsinki School of Economics.
- Kiviniemi, K. 2001
Laadullinen tutkimus prosessina. In the book Juhani Aaltola & Raine Valli (ed.) Ikkunoita Tutkimusmetodeihin II. Gummerus Kirjapaino. Jyväskylä.
- Kotler, P. & Armstrong, G. 2008
Principles of Marketing. 12th ed. Pearson International. Upper Saddle River.
- L523/1999
Henkilötietolaki. 22nd April 1999. Available in electronic form at
<http://www.finlex.fi/fi/laki/ajantasa/1999/19990523>

- Langinvainio, M. 2006
The first six years of civilian crisis management. In the book Senja Korhonen & Johanna Sumuvuori (ed.) From Conflicts to Development - An introduction to EU civilian crisis management. KATU. Jyväskylä.
- Ministry for Foreign Affairs. 2009
Finland's Comprehensive Crisis Management Strategy.
- Malmelin, N. & Hakala, J. 2005
Yhdessä – viestinnän ja markkinoinnin integraatio. Inforviestintä. Jyväskylä.
- Rope, T. & Mether, J. 1987
Mielikuvamarkkinointi. Weilin+Göös. Espoo.
- Rope, T. & Mether, J. 2001
Tavoitteena menestysbrandi – menesty mielikuvamarkkinoilla. WSOY. Porvoo.
- Uimonen, R. & Ikävalko, E. 1996
Mielikuvien maailma. Miten mediajulkisuutta muokataan ja imagoja rakennetaan? Inforviestintä. Helsinki.
- Van Riel, C. B. M., & Fombrun, C. J. 2007
Essentials of corporate communication – Implementing practices for effective reputation management. Routledge. Oxfordshire.
- Typhoon International. 2004
The new international Webster's comprehensive dictionary of the English language. Naples.
- Western European Union Council of Ministers 1992
Petersberg Declaration, retrieved 25.2.2010 from www.weu.int/documents/920619peten.pdf.

APPENDIX 1 The interview framework for the semi-structured interviews (English version)

THE INTERVIEW FRAMEWORK / CASE CMC FINLAND

1) Background information

- Name, organization, and position in the organization

2) Projects conducted with CMC Finland

- How did you engage in project cooperation with CMC Finland?
- In general, how have the projects worked?
- Has there been something that has worked very well?
- Has there been something that has not worked well?
- How do you see the co-operation with CMC Finland in the future?

3) Image of CMC Finland

- How did you perceive CMC Finland before the co-operation started?
- Did you have a personal image of CMC and its activities before you started working with CMC?
- How do you perceive CMC Finland currently?
- How has your image of CMC changed, if at all, during the common projects?

4) Strengths and weaknesses of CMC Finland

5) Fields of development for CMC Finland

- During the time you have been working with CMC Finland, what are the major fields where it has made the most development?
- In what fields should CMC Finland still develop?

6) Conclusion

- Out of everything we have discussed, would you like to highlight something you consider extremely important when it comes to your past, present or future cooperation with CMC Finland?

APPENDIX 2 The interview framework for the semi-structured interviews (Finnish version)

HAASTATTELU RUNKO/ CASE KRIISINHALLINTAKESKUS

1) Taustatiedot

- Nimi, organisaatio, tehtävä organisaatiossa

2) Yhteiset projektit Kriisinhallintakeskuksen kanssa

- Kuinka aloititte projektiyhteistyön Kriisinhallintakeskuksen kanssa?
- Yleisesti ottaen, kuinka yhteisprojektit ovat onnistuneet?
- Onko yhteistyössä ollut jotain, joka on toiminut hyvin?
- Onko yhteistyössä ollut jotain, joka ei ole toiminut hyvin?
- Millaisena näette yhteistyön Kriisinhallintakeskuksen kanssa tulevaisuudessa?

3) Kriisinhallintakeskuksen imago

- Miten näitte Kriisinhallintakeskuksen ennen yhteistyön aloittamista?
- Oliko teillä henkilökohtainen mielikuva Kriisinhallintakeskuksesta ja sen toimista, ennen yhteistyön aloittamista?
- Kuinka näette Kriisinhallintakeskuksen tällä hetkellä?
- Kuinka mielikuvanne Kriisinhallintakeskuksesta on muuttunut, jos ollenkaan, yhteistyön aikana?

4) Kriisinhallintakeskuksen vahvuudet ja heikkoudet?

5) Kriisinhallintakeskuksen kehittämisalueet

- Mitkä ovat tärkeimmät alueet, joissa Kriisinhallintakeskus on kehittynyt yhteistyönne aikana?
- Millä alueilla Kriisinhallintakeskuksen tulisi vielä kehittyä?

6) Yhteenveto

- Haluatteko vielä mainita, kaikesta aiemmin käsitellystä, jotain jonka näette äärimmäisen tärkeänä liittyen aikaisempaan, tämän hetkiseen tai tulevaan yhteistyöhön Kriisinhallintakeskuksen kanssa?

APPENDIX 3 E-mail: Request for an interview

REQUEST FOR AN INTERVIEW

Dear Mr./Ms. NN

I am approaching you since my discussions with the staff of Crisis Management Centre Finland (CMC Finland), convinced me that your views for my ongoing research would be highly valuable. I got your contact information from training coordinator Esa Alhberg.

I am working on my Bachelor's thesis in the Savonia Business Department at Savonia University of Applied Sciences. My study focuses on issues related to organizational image and reputation in the eyes of interest groups. CMC Finland is my case organization. I am also currently employed by CMC Finland as a logistics assistant, giving me a unique view point for the thesis.

I would greatly appreciate it if I could answer the enclosed questions. I would like to conduct the interview in person but due to the distance and time restrictions, I am forced to conduct the interviews through email.

Your answers will be handled with confidentiality. This means that utmost care will be taken to ensure that the names and answers of single interviewees cannot be identified. If you have any questions about the interview or the study itself, please get in touch.

I would very much appreciate your cooperation in my research and am looking forward to hearing from you soon.

With Best Regards,

Mikko Keltanen

E-mail:
mikko.keltanen@cmcf Finland.fi
mikko.keltanen@student.savonia.fi

Tel.
+358 44 349 4217 (private)
+358 50 556 7756 (work)